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# **The Impact of Business alignment on Job Gratification in Organization: the Case of a University in Egypt**

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## **Abstract**

The purpose of this study is to investigate the effects of business alignment of the employees and job gratification, to determine if there is an empirically demonstrable connection between these two variables, this empirical research was conducted through a survey on a research sample of 200 employees of an Egyptian University. The results of this study found that there is no significant relationship between the two variables. Employees' job gratification can be sensitive to both positive and negative influences from certain business alignments and job gratification factors. Management should address, promote and monitor corporate entrepreneurship in an organization, eventually creating a business with employees who are satisfied in their jobs. Managements should therefore align themselves towards the promotion of corporate entrepreneurship activities in organizations by being receptive to ,and by encouraging and rewarding innovative suggestions from employees.

## **Introduction**

Business alignment has become a central concept in the domain of entrepreneurship; business alignment refers to the strategy-making processes that provide organizations with a basis for business decisions and actions. Drawing on prior research on strategy-making processes and entrepreneurship, measurement scales of business alignment and their relationships with job gratification have been developed and widely used, (Gingsberg et al., 1994).

As a cumulative body of knowledge has developed regarding business alignment, this study seeks to document, review, and evaluate the cumulative knowledge on the relationship between business alignment and job gratification (Hitt and Vaidyanath, 2002) to take an important step toward an overall understanding of the effect of business alignment on job gratification.

Although much attention has been paid to the study of this relationship, there have been surprisingly few studies of possible interactions between business alignment and job gratification. In this study, an attempt is made to understand the linkages between business alignment and job gratification, to establish a stronger foundation for understanding these links. The research trying to address this subject is scattered through many studies which have discussed the relationship between business alignment and job.

The importance of this research is that organizations that encourage the entrepreneurship and nurture the talents of the people are very valuable for society. Nowadays, organizations are increasingly placed in situations in which it is necessary to tend toward entrepreneurial business alignment activities. The organizations have to meet conditions in which the spirit of entrepreneurship governs the whole organization, and the employees can approach the business activities whether individually or in group (Wiklund, 1999). This is why different organizations willingly promote entrepreneurial business activities and job gratification among their employees. One of the most important factors that facilitate entrepreneurship within organizations is a suitable organizational structure that is appropriate to the goals of that organization. Any organization that intends to do business activities must adopt a flexible business structure (Lin and Sweeney, 1992).

### **The Aim of the research**

This study aims to investigate the effects of business alignment of the employees and job gratification. The suitable conditions for the business alignments activities cannot be created without the necessary requirements, but the organization has to lay the grounds for emergence of such support. Thus the identification of such factors plays an important role in creating such a business space and reinforces the flows of creativity and innovation in organization. This research investigates the effects of the different dimensions of organizations on the business alignments of the employees in organization, and aims to specify the relationship business alignment and job gratification dimensions to understand the ways of directing employees' orientations and tendencies toward business activities and to improve the level of organizational entrepreneurship (Lumpkin and Dess, 1996). Thus this research aimed to test the relationships between business and job gratification.

## **Theoretical Background**

Previous studies have focused on:

1. Exploring the relationship between business alignment and job gratification
2. Investigating the influence of the top-level managers' leadership styles and their business alignment of SMEs on the performance of the business.
3. Evaluating the effect of employee's performance on organizational structure.

This research takes a different focus to the previous studies and instead investigates the relationship between business alignment and job gratification as there has been much debate on the nature of these two concepts.

### **Conceptualization of business alignment**

The business alignment is conceptualized as the factors involved in important decision making, such as calculating bearable risks, as well as being either innovative and proactive or reactive (Bruining and Wright, 2002). According to Bruining and Wright business alignment refers to the process and how a firm performs some certain activities rather than what it does. They suggest that business alignment involves leadership skills, proactive decision making arrangements, and advancing ones' personal responsibility to make decisions and take actions to take advantage of a competitive environment. Thus business alignment can be regarded as a resource to defeat and exceed other rivals and produce market place positions of competitive advantage (Hans Bruining and Mike Wright, 2002).

The concept of business alignment can apply to individuals as well as organizations in a multidimensional phenomenon composed of processes, steps and acquired behavior patterns (Hans Bruining and Mike Wright, 2002). The conceptualization of business alignment involves having a system, method or plan (Miller et al., 1983).

Innovation represents a firm's intention to seek buildable innovative solutions to challenges faced by the firm (Katz, 2007). Firms use modification to pursue new situation or conditions favorable for the attainment of a goal, through which a firm can keep ahead of competitors and help them gain competitive advantage (Wiklund, 1999). The characteristics of conceptualization of business alignment have been summarized by Lumpkin and Dess (1996) as follows:-

**Risk-Taking:** is the act or fact of doing something that involves danger or risk in order to achieve a goal.

**Pro-activeness:** serving to prepare for, intervene or anticipate or control an expected occurrence or situation, especially a negative or difficult one. It is a response to opportunity

**Competitive Aggressiveness:** A firm's orientation to directly and strongly challenge its competitors to obtain an entry or improve a place to go beyond in excellence of performance industry rival. It is a response to an indication in a hostile business environment where competition is intense.

**Autonomy:** The independence or freedom of action of an individual or team in taking up an idea or experience and carrying it through to completion, as well as the capability to be self-directed.

### **Business leadership behavior**

Character is a concept that contributes to the understanding of personality and outside the organization as well as indicating individual differences (Morin Aube, 2009). Some types of behavior enable us to describe leadership and the various different ways of leading (Chemers and Fieldler, 1981). A manager's style of leadership is obviously important to the employer and the organization as a whole. The way managers behave towards their subordinates affects the total momentum of work, as well as employee satisfaction and of course performance'' (Chemers, Fieldler, 1981, P. 35). Employee satisfaction refers to a constructive and enjoyable sense of the consequence of the job assessment grounded on familiarity of an individual. (Shahmohammadi, 2015)

There are several established theories which helped in analyzing the effect of behavior of leaders on their employees. Studies of leadership have been connected the procedures of building or innovating a business (Perren, 2000; Julien 2010).

Yuki, Gordon and Taber (2002) suggest a hierarchical taxonomy. This taxonomy reflects the consolidation of three behavioral approaches (tasks, relations and change), which together characterize a leadership style.

- **Task Behavior:** the type of leadership in which managers implement new activities in order to keep employees busy and achieve the organizational goals and objectives.
- **Relation behavior:** leaders focused on guiding and developing their employees.

- **Change orientational Behavior:** leaders focus on the types of environment in which the company operates and focus on the planning.
- (Yuki, Gordon and Taber, 2002 p.xx)

### **Business alignment and performance**

The concept of business alignment has been accepted as a means of analyzing the diversity of a firms' performance (Keh et al, 2007). Business alignment can be seen as key evidence which reflects how a business utilizes its opportunities (Wiklund and Shepherd, 2003). It includes most important and valuable actions and the affective factors in building different dimensions of the organization. Business alignment involves the hierarchical arrangement of lines of authority, communication, and the rights and duties of an organization.

**Organizational performance:** An organization's performance is the best standard of judgment for measuring and determining the level of its efficiency and effectiveness in an exact time period in relation to certain elements in the market, customers and income and expenditure (Adams and Sykes, 2003). However, the dimensions of a firm performance are not simple to define and have a large scope, involving the collection of much information (Covin and Slevin, 1989). Nevertheless, many researchers regard performance measurement as the most suitable rule or principle for evaluating or testing to identify an organization's situation (Hudson et al., 2001).

### **Job gratification**

Job gratification or employee gratification has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job: these can be affective job gratification or cognitions about the job (cognitive job gratification). The concept of job gratification has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke

(1976), who defines job gratification as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Others have defined it as simply how content an individual is with his or her job; ie., whether he or she likes the job or not. It is assessed at both the global level whether or not the individual is satisfied with the job overall, or at the facet level whether or not the individual is satisfied with different aspects of the job. In this subsection, six facets are discussed: employee commitment, employee job gratification, employee reward system, job gratification factors, influences on job gratification, workers' achievement motivation and its relationship with job gratification and job features and their relationship with gratification

### **Employee commitment**

Employees play a key role in the development of companies (He, Li and Lay, 2011; Davidson 2003), and employee commitment is one of the most researched forms of work commitment (Carmeli and David, 2005). The academic literature provides examples confirming that employee commitment has an effect on financial and market results of companies (Glais et al., 2009). Employee commitment has also been found to be in direct agreement with internal process results (Chen, Tsui and Farh, 2002), sales rate (Farh et al., 1998) and customer satisfaction (Abdul-muhmin, 2002). Employee commitment has also been the principal part of research of great number of academics in the field of human resource management and internal marketing (Jernigan et al., 2002). There is an ever growing number of both academics and PR practitioners moving in the direction of "internal marketing", which is composed of groups advocating planned action within the marketing function in an organization with a great importance placed on encouraging motivation and reducing the resistance of employees to change, and targeting customer satisfaction (Theopold and Schacherer, 2002).

Regardless of the area or range and background of their research on commitment, the majority of scholars agree on its influence on the general activities of organizations.

Noble and Mokwa (1999) defined employee commitment as "the degree to which an employee identifies with the objectives and values of the organization and to what extent they pursue them. However, Felfe et al. (2009) also see employee commitment as a "force that stabilizes the linkage between employees and organizations, thus making the former follow a mutually favorable direction". Commitment of employees can possibly promote the growth and development of training, recognition, rewards positively. Committed employees are connected with higher levels

of job satisfaction which is further transferred to the way they deal with existing and potential customers (Gliffords, 2009). Moreover, Vakola and Nikolaou (2005) reported that higher employee commitment "correlates positively with organizational change, as committed employees are involved in the new directions and dimension of strategic orientation".

From another point of view, the occupation and capacity of particular employees in a company may influence the degree of commitment (Mc farlin and Sweeney, 1992). These effects of employee commitment on the actions of organizations suggest there is a need for focused and systematic studies to obtain more details. The changing extent of employees' commitment can be used as a guide for the planning and executing strategic actions for management of internal relationships in the organization. Employee commitment consists of the following components:

- **Affective attachment** --relating to the emotional commitment to the organization and involvement into business
- **Normative commitment** –Admitting and identifying the costs connected with quitting the job.
- **Continuance commitment** – the moral agreement to stay at the organization.

With affective attachment, there is a high probability that employees will stay, because they identify themselves with the establishment. This type of commitment is believed to strengthen job satisfaction and job performance, as well decreasing the rate of employee turnover. The extent of contact is not so great with normative commitment and can even block continuous commitment (Meyer et al., 2006).

Employee commitment has experienced many changes in recent years. The major factors that have brought about the changing nature of commitment are:

- The shifting vision of employees toward their job;
- The influence of the competitive landscape .

The changing of the external environment of companies, with its unpredictability and increasing competition need organizations to be very elastic and adaptive to new conditions (Coetzee, 2005).

### **Employee job gratification**



As reported by Locke (1976), job gratification is a self-believed feelings, based on the assessment of one's job or from job experience. While some of the conceptualization of job gratification focus on the characteristics needed to do the job (Rice, McFarlin and Bennett, 1989). Some others have attempted a conceptualization based on total overall satisfaction (Levin and Stokes, 1989), while others have used concepts on the intrinsic-extrinsic dimensions (Noumann, 1993).

Taylor and Vest (1992) in their study of public sector managers found that those public sector workers who related their salaries to those of private sector employees who had a lower level of job gratification. In brief, monetary compensation has been found to be of the most important explanatory variables for job gratification (Kalleberg, 1977; Voydanoff, 1980). Those employees who conduct tasks which involve high accomplishments will be able to exert control and command over them; thus, autonomy, feedback and knowledge of job significance lead to higher levels of job gratification than those of their counterparts who perform tasks that are low on those attributes (Hackman and Lawler, 1971).

Voydonoff, (1980) discovered that self-expression in business positions was positively associated with job gratification. The appropriateness of a job has also been discovered to correlate with job gratification. Another set of variables that many have discovered to be associated with job gratification are the work-environment characteristics. Workers job gratification is associated with person's characteristics (Harrick; Vanek and Michlitch, 1986).

### **Employee reward system**

It has been suggested that every organization's employee reward system should focus on these areas: compensation, benefits, recognition and appreciation (Sarvali, 2010). Benefits such as car loans, medical cover, club membership, sufficient office space, parking slots and a company car are ways of rewarding and employees, who take note of the type of benefits that their organizations offer.

Recognition and appreciation are also essential components of a successful strategic employee reward system. Recognition means accepting someone before their good efforts to achieve desired behavior or even before completion of achievement, actions taken or having a positive attitude. Appreciation on the other hand center's on showing gratitude to an employee for his/her actions. Such rewards support employees in assessing their own performance and show whether they are performing well or badly (Sarvadi, 2010). The task of developing a reward framework

for organizations is generally challenging but is needed to survive in the competitive and changing marketplace. Moreover, the procedures cannot be merely imitated from other organization but need to be designed, developed and grown within the special environment of the organization (Wilson, 2003)

Employees should know the relationship between how they carry out their jobs and the rewards they receive. Organizations should make use of performance management programs which aid in planning employee performance and examine performance using the appropriate tool. Rewards should be used as a way of encouraging good behavior among employees as well as productivity. Therefore, an employee reward system should focus on strengthening positive behaviors. For example, employees could be rewarded for working overtime, taking actions, group work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or promptness (Hartman et al., 1994). A good reward system that focuses on rewarding employees or their groups will act as an active force for employees to achieve better performance, hence, eventually achieving the organizational goals and objectives (Schoeffler, 2005).

### **Factors influencing job gratification**

The term job gratification labels feelings, attitudes or what is preferred by an individual regarding his or her work. A large number of factors can affect employees' physical or psychological sensations and maybe considered independently regarding job gratification (Employee feelings). As a result of individual differences, the elements contributing to job gratification differ among different employees. Porter and Lawler (1968) such factors into "Internal gratification factors related to the work itself (such as feeling of achievement, feeling of control, feeling of independence, self-esteem, feeling of victory, feeling of feedback and other similar feelings obtained from work)" and the "external satisfactory factors not directly related to work itself (such as receiving praise from the boss, good relationships with colleagues, good working environment, high salary, good welfare and utilities)".

The employee's personal demographic, ability and personal characteristics or qualities), the work itself, such as the job's distinguishing features or qualities, or internal rewards and finally, the distinguishing features and qualities of the organization (Glisson and Durick, 1988). Thus both the personality qualities and the environment are considered to be major factors instigating the feelings and emotions affecting job gratification. Therefore, not only the worker and the environment, but the material world existing independently of human activities are found to be

factors affecting job gratification. So both the work and the nature of work are regarded as the two important factors affecting job gratification (Seashore and Tanner, 1975).

### **Workers achievement motivation and its relationship with job gratification**

Achievement motivation is the quality or state of an individual which entails a wish to surpass others or to be superior in some respect, to succeed in difficult tasks, and to do them better than others. High need achievers so strongly desire success, that they want to avoid certain kinds of tasks that are easy, or they experience dissatisfaction. Steers and Porter (1991) reported that "workers with high achievement motivation perform better in their work than those with low achievement motivation". It is pointed out that professional workers or technological personnel generally, need higher working achievement than workers. In addition, enterprises with female directors also have higher achievement (Tampoe, 1993). The secondary meaning of achievement motivation is usually being looked carefully from a psychological perspective., Thus Nicholls (1984) divided achievement motivation "into task involvement and ego orientation according to different goal orientation of task". They added that those personal achievements included mastery, work, competition and a lack of personal concern.

In the study of employee achievement motivation and job gratification in 271 scientists (Arvey and Dewhirst, 1976) it was found that the degree of job gratification of the workers with high achievement motivation exceeded that of workers with low achievement motivation" In a study of enterprises in Jordan, Yasin (1996) found a significant relationship between achievement motivation and job gratification. Similarly, a previous study of eight qualified public accounting companies in the southeast of the USA, found a positive relationship between achievement motivation and degree of job gratification.

The field of information systems includes many specialized technologies, theoretical behavioral concepts, and specialized applications. The task information systems professional workers is difficult to analyze or understand because they must adequately perform the information system function and use information technology resources to achieve top performance and business value in support of the business plans of the enterprise. A positive relationship has been found among information systems and worker achievement motivation and job gratification(Arvey and Dewhirst, 1976: Stahl, 1984: Yasin, 1996).

### **Job features and relationship with gratification**

Job features are the most important facets ‘‘related to job’’ the job features type classified by Hackman and Oldham (1975) is one of the most well-known means for analyzing job. This copy above all identify that the five main idea of job capacity will usually help to alert the ‘‘employees’’ to be able to notice and see ‘‘critical psychological states’’ that influence own conclusions. The five job basic features are as follows: Skill variety, task identity, task significance, autonomy and task feedback, skill variety indicate the degree of technique and talent required by jobs, task identity describes the degree of job completed by an individual worker, task significance describes the degree of job’s effect on the companies or other tasks, autonomy is the strategic self-determination of an individual when performing the job’, task feedback means the degree to which the work can understand whether the job achieved a good or bad result.

Perception of skill variety, task identity and task significance allow the employees to learn more of the definition of the job, while perception of authority pertains to work result and perception of autonomy helps worker to assume the ‘‘possible result of the job’’ this echo ‘‘dimension more positively ’’, they feel highly responsible for their work and more frequently assume job outcomes. Despite the ‘‘job features’’ standard, it is recognized and has been agreed and used by so many professors in the world some research’s still did not agree that this copy. (Brief and Aldag 1975). Discover that the interaction among ‘‘job features’’ and job gratification was ‘‘more complicated’’ than say by (Hackman and Oldham, 1975). Moreover different scholars still agree that ‘‘job features themselves are the best and important on job gratification. (Hackman and Lawler, 1971) discover that workers who hold ‘‘higher scores’’ on the four items of skill variety, identity, autonomy and feedback’’ have great job ‘‘motivation and job gratification’’.

In addition to this they always realize that apart from work being appropriate, workers’ personal characteristics also exert an important control on ‘‘job gratification’’ the research of (Hackman, Pearce, Wolfe, 1978). Of 94 who is in charge of the record discovered that ‘‘job features’’ would change style of achievement and growth satisfaction. Lastly (James, Hartman, et al., 1977) ‘‘demonstrated that skill variety, task significance and autonomy are positively related to job satisfaction.’’ (Couger, 1988) He try to tell us more about it by major ‘‘motivating factor,’’ promising arrangement ‘‘analysis and programmers’’ JDS/DP (job diagnostic survey for data

promising" to a full extend analysis of "personnel demonstrated" that the basic five important in the work advantages are typically flat out connected to the job gratification knowledge by "information system (IS) personnel" (farm and cougar et, al, 1993) examination of 149 "programmers" in to concentration in the southeast USA also create that experience change, "task significance, autonomy, and feedback are connected to job satisfaction. This theory stated that so many researchers try and agree that job characteristics themselves are the major "factor determinant of job satisfaction" (Edward, 1991: Hackman and Lawler, 1971).

### **Business alignment and job gratification**

Today's organizations are bigger and more complex than ever. In order to successfully respond to the newly emerging conditions, organizations need to orient their employees entrepreneurially due to the speedy changes in business activities. When employees are entrepreneurially oriented in the way they are supposed to, they tend to become satisfied with their jobs and job satisfaction is a major element or key that helps an organization boost or enhance its productivity. This subsection proceeds to introduce Business Job Performance, Business Personality in Organizations, Communication and Job Gratification, Job Gratification and Business Action and the Role of Managers in Corporate Entrepreneurship.

### **Business Job performance**

In today's effective action of the competitive environment and the whole world speedy changes, the organizations are increasingly becoming more committed to do the business activities in other to survive and keep moving to gain competitive success (covin and kuratko, 2008). In these days, entrepreneurship is recognized as an important tool for the development of job performance because the entrepreneurial person can build up the ground of the successfulness. Naman and Slowin (1993) believe that in "Turbulent and instable environment, the companies are willing to be innovative, risk taking, and pioneer. An business organization is always able to put good working order to itself with the changes happening in its external environment and makes its schedules adaptable with the environmental changes the idea of organizational business is an element in the global economy the managers must not only be aware with it, but they have to understand and create it in their organization (Naman and Slowin, 1993). In order to be successful, the organization must have a vision that helps and encourage the innovation and risk-taking so they can be captured to the ever-changing global economy.

Organizational business is the innovated products and procedures that are innovated through building the business culture in a pre-established organization (Hoensbey et al, 1993). The organizations that desire to examine the organizational business success will need a business alignment. Business alignment refers back to the recognizing the strategies that business adapts to describe and control new-merging companies (Naman and Slowin, 1993).

Business alignment proposes a mental framework and a point of view on the entrepreneurship that is been looked in the current process of the company and the organizational culture of the organization (Naldi et al, 2007). Most finding agreed that if the organizations have a powerful business alignment, it contains the intentions and activities of the main key factors in the procedures of changing in light of the new-emerged opportunities. Covin and Slowin (1989) suggest that the “ business alignment is a multi-dimensional construct and it can be evaluated from different points of view for example, Miller (1983) suggests "specific dimensions for describing business company as a company dealing with the markets with innovative products, having low risks, being pioneer in markets, and pressuring the competitors".

Innovation is the degree or extent of the willingness of the companies to access the new ideas and creative procedures whose outcome might be emerged in modern product, services and / or technological procedures. Innovation needs differentiating the company from its current technologies and moving above its current condition (Chadwick, et al, 2008). Risk-taking means the willingness of the companies to give or allocate its main researches to the project that may or might not be achieved and the way it is indicated, it is possible for these projects to lose strength however, risk-taking directs to the rapid coming up of the opportunities, speedy supply of the researches, and possessing activities (Chang, et al, 2007). Pioneer organizations examine the market processes, figure out the future wish of the customers, and forecast changes in demands or any problem that can lead to new opportunities for the company.

Lumpkin and Dess (1996) went further and added some factors that can play important role in the entrepreneurial job performance: "Aggressive approach and autonomy". Aggressive approach implies to the willingness of the company to be included in direct and challenge with the competitors in order to improve the condition of the market. The companies that are trying to build their competitive level aggressively and use the opportunities energetically to benefit and keep their competitive advantage in long term if their goal is to succeed other competitors and not teams to the absolute activities of the individuals or terms in order to build new idea and their

implementations. In other words, organizational factors follow self-controlling opportunities, uncontrolled activities, implementing key decisions and making new idea independently (Chang, et al, 2007).

Commonly, with respect the larger part, the features of business job performance can be generalized grouped to the members of an organization. These actors (include innovation, risk-taking, Pioneering, aggressive approach and autonomy) generally working together to improve the business job performance of the organization (Dess and Lumpkin, 2005). Yao, et al, (2010) believed that ‘‘autonomy is the most important factors among the dimension of the business job performance’’. It was founded that the autonomy is the most active and adequate actors on the performance of the organization. Besides, Katsikea, et al, (2011) points the "positive effects of the formalization and centralization on the occupational feedbacks of the employees and add that the centralization has a negative relationship with job independence and job diversity".

### **Business personality in organizations**

The term business personality implies to individuals who have the knowledge or occupy the ability to take risk, innovativeness, knowledge of the market action or activity, marketing skills and business management skills in which these personality distinguish features or quality to control cooperation, networking and allow them not to be influenced when running a business (Littunen, 2000). With commendations to this accepted research, the term business personality connects to people who have a feel of desire for achievement, locality of control, are creative, innovative and have the ability to capture market opportunities (Stevenson, 1983). As a matter of fact, the term business personality is amalgamation of two different words, they are; entrepreneurship and personality. According to Gartner (1990), the term entrepreneurship describes ‘‘unique personality characteristics and abilities which one possesses such as creativity, vision, commitment, perseverance, autonomy, locus of control, and ability to take risk when running a business’’.

An individual’s knowledge, attitude and learning background significantly assist to business personality. For the time being, the term personality implies to a person’s classical patterns of behaviors, desires, characteristics, and attitudes (Lefton, 1994). According to McClelland (1961), business personality is an ‘‘individual who is highly motivated in a business, innovative in a product development and able to strategize in a competitive market and capable to manage a

business independently”. The terminology of personality traits identifies the civil or human comparison which examines the behavior, apprehension, learning, thinking, attributes and traits of people in the direction of an issue or condition. Shane et al (2003) have revealed that “business personality is highly significant to the business performance, the businesspersons with business personality are people who already have several personality traits, such as; need for, locus of control, self-efficacy, goal setting, and risk taking”. Correspondently, the approach of personality in attitude also have same wish that people will not always act in the same way, even when confronted with the same condition. Commonly, disparate people will respond in different ways in the direction of a similar situation (Larsen et al, 2008). This is because the reason that each individual has different behaviors, desires, distinguished features, and attitudes, which controls and guides his or her personality. Accordingly, the general approach of personality is significantly associated to the business features and traits. Despite of the effect of business actors on the business performance, researches on the role of business outline have been examines whether the actors of business outline medium quantity of the association of business personality. McKenna (2005) has established in his studies that “there is no relationship that appears between demographic variables (such as age and gender) on the business management practice”. Nevertheless, Danes et al (2007) have argued in their studies that “gender in a demographic profile has a significant moderating effect on business management practices, especially on a family business performance”.

Based on these researches, confirmation for a gender alteration in gross revenue of female and male owned family firms when guarded by family business management and innovation practices. Nevertheless, gender’s actor in a demographic outline greatly assists to the significance alteration among male and female in the direction of the performance of business (McKenna 2005). For the meantime, Elizur et al (2001) have looked into the “relationship between work values, gender and organizational commitment conducted a moderated regression analysis using commitment as the dependent variables, work values as the independent variable, and gender was the moderating variable”. It was founded that work values, gender and commitment are connected to each other and the intercommunication terms were greatly significant (Danes et al, 2007).

As a result, gender as a portion of demographic profiles was significant in a research of relationship between business personality and business performance (McKenna and Danes,



2005). In the process of adjoining, Loscoco et al. (1991) have added that “it is not only gender that has a significant relationship with the business personality and business performance, but other demographic and business profiles have to be taken into consideration, such as; education, managerial skills, and experience”. Cherrington et al. (1979), have also argued that “demographic indicators (age, education and seniority) were correlated with several work values among businesspersons, such as; the importance of work, pride in one’s craftsmanship and importance of money”. As well as mentioned by Danes et al (2007), Loscoco et al (1991), and Cherrington et al (1979), it was concluded that demographic and business profiles seem to play a role in describing and demonstrating the relationship of business profile towards business personality.

### **Communication and job gratification**

Many studies have shown that communication gratification in organization may lead to better performance. Although, communication built through information transfer and job analyze might control and have power on communication gratification, employees tend to satisfy their communication desires like participation and self-righteousness through intercommunication with their colleagues and supervisors (Hatfield & Huseman, 1982; Anderson and Martin 2005). If the employees’ requirements are met through proper and adequate communication, the connection is strengthened and a positive mutual relation between communication gratification and job gratification might be created (Rings et al., 1979). The correlation between communication gratification and job gratification has been analyzed and accepted in different work places. Some of these studies are performed in a large scope of study on supervisors and workers. The managers can build an adequate communication that could have a significant role in enhancing the team spirit and job satisfaction (Tokar et al., 1998).

### **Jobs gratification and business actions**

An individual’s job gratification could have an act between the effect on the power or capacity of corporate business environment to achieve business actions or performance. While the relationship between job gratification and performance has been a constant. Question, recents findings, there was a suggestion that job gratification and performance are kept within reasonable related and mutually access each other (Judge et al, 2001). In addition, a recent meta-analysis by Harter, Schmidt and Hayes (2002) suggests the relationship between “job satisfaction and performance is understated due to incomplete measures of individual performance”. Based on

these recent studies researches, an important level in the corporate business fining would be to examine the impact of a manager's awareness of job gratification on business performance.

Many recent findings investigated the capacity of the job gratification performance relationship. Researches support Harter et al, (2002) competition that the 'relationship is more complex and that the analysis suffers from poor measure of both constructs'. In other words, the studies suggested that several options or variables may act as middle and or balance the relationship.

A model was derived that suggested job complications or challenge that was an important analytical variable in the relationship between the core of self-evaluation ( a connection of self-esteem, self-capacity of producing a desired result or effect, place of control, and low criticism) and job gratification and that this connection or relationship continue firmly over time. (Judge, Bono and Locke, 2000). A work was duplicate that found that disposition and going beyond the usual job demands was connected to work reactions, which included job gratification (Burke et al, 1993).

A model was also derived to conceptualize the gratification performance connection (Judge et al, 2001). Based on a meta-analysis research, it is suggested that a 'bidirectional' connection that gathered a series of moderators and mediators. Mediators suggested acting on or producing an effect on the satisfaction to performance relationship which included personality, autonomy, norms, moral obligation, cognitive accessibility, aggregation and stages of analysis. (Brife and Judge, 1993). On the other hand, mediator brought up an idea to that will act on or produce a change in the performance-satisfaction relationship that include achievement, self-efficacy, goal progress and position mood. Moderators include performance reward dependency on chance or the fulfillment of a condition, job characteristics, needs for achievement, work central position and aggregation.

Another result was the satisfaction-performance relationship was more powerful for more complicated jobs. Despite the fact of the research that completed on jobs satisfaction and performance, there was no any attempt to investigate the connection between job satisfactions and the corporate entrepreneurial actions of managers (Judge, Bono and Locke, 2000). Hence, a second set of proposition was developed based upon the mediating power to produce to produce results of the job satisfaction on the corporate entrepreneurial environment and entrepreneurial actions (Chen and O' Connell, 2000).

### **The role of managers in corporate entrepreneurship**

In all organization managers are always willing and hoping to be able to achieve some certain and critical strategies role to succeed in the future (Floyd and Lane, 2000: Hitt and Vaidyanath, 2002). Due to what (Floyd and Lane 2000) said “upper, middle and lower level managers have distinct responsibilities with respect to sub-process upper manager have ratifying recognizing and directing” acting complementary in other for them to be able to achieve their competence “definition, modification, and deployment sub-process, respectively these acting “in turn” are extremely collaborated with a specific “managerial behaviors”. These particular controlling pes acting through the difference the of levels that was said in the previous which is “upper-level managers’ ratifying recognizing and directing” acting are explode as discuss by (Floyd and Lane 2000). They are basically too many to analysis here.

Moreover as examples, upper-level managers articulate strategic intent and endorse and support other business behavior as section to confirm all of their role; they agreed on the strategies leadership and allow other as appointment of their determinate character and they organize and to arrange in a position of readiness “resources” as component of their “directing role” (Burgelman, 1984) satisfied that is at the top of the collaborated Entrepreneurship “upper-level management in other to be able to control embracement that place the strategic and structural context determination process”.

In brief “upper level managers” have many and demanding acting in CE activity; these managers are decision-making for the speaking of an Entrepreneurship strategic of the dream of and bring about the appearance of a “pro- entrepreneurship organizational architecture” in examining the acting of “middle-level managers” these theory try tell the advantages of “middle-level” managers Entrepreneurship character to the firms attempt to bring new business into existence or reconfigure the ones that they exist (Gingsberg et al, 1994). This consequence confirm itself both in relation of the need for “middle-level mangers” to direct entrepreneurially themselves and the condition for them to help and bring up other experiment to do it exactly middle-level manager process as displace factor and also have the organizational centrality”.

According to Floyd and Lane (2000), “middle level managers have defend acting that is answering to the capacity definition sub process synthesizing and facilitating role to the answering to the capabilities deployment sub process lower-level managers experimenting role is express through” for instance the introducing into the knowledge of some art or subject of business assignment. The insurance to determine the amount to be paid in settlement of acting is

shown through, for instance “lower level managers “to reply or answer in words to identify and “unplanned business challenges”

Lastly, the act in accord with the prevailing standards, attitude, practice the role is forward through, for instance, “lower-level managers” compliance of managing course of action adopted and pursued by a government and action to the “strategic initiative endorsed at higher organizational levels”(Floyd and lanes,2000).

Although, business coming after CE “strategies exhibit a cascading yet multicultural set of business characters and lower-levels of management engage according “upper-middle and lower-level managers” are always capable for identifying that some of these days property and effectiveness are used to determine the amount of the capacity through which destiny “competitiveness success can be pursued “(Floyd and Lanes, 2000).

### **The Research Problem**

The second gap is that few or limited studies have been conducted. Therefore, the aim of this project is to measure to what extent business alignment has an impact on job gratification.

### **Research overarching Objective**

1) To test the relationship between business alignment and job gratification

### **The Research Importance**

- To have clear understanding of business alignment and job gratification
- To link experience with evidence

### **The Research Problem**

. The second gap is that few or limited research studies have been conducted. Therefore, the aim of this project is to measure to what extent business alignment has an impact on job gratification. The overarching research overarching objective is to quantitatively examine the relationship between business alignment and job gratification to obtain a clear understanding of these factors of business success, and provide a sound evidential basis to be linked between them.

### **Research overarching Objective**

1) To investigate the relationship between business alignment and job gratification

### **The Research Importance**

- To have clear understanding of business alignment and job gratification
- To link experience with evidence

### **The Research Hypothesis**

H1-There is a positive relationship between business alignment and job gratification

H2-Employee performance mediate the relationship between business alignment and job gratification

### **The Research Design and Methodology**

This research project is practical in terms of its purpose and uses analytical descriptive method of analyzing the collected data which is based on correlation. In order to collect the required data, the questionnaire was distributed randomly among 200 employees of a University based in Egypt. The questions of the questionnaire were about different components of business alignment, organizational and environmental factors as well as their effects on business alignment and job gratification in organizations, questions were designed (total number of 52 questions). Then, 200 questionnaires were gathered for test and by the use of SPSS program to test the relationship between business alignment and job gratification.

. Convenience sampling used as it is considered for its benefits like less cost, easy to do, and reach the target sample in less time. By employing this method one is able to, on the one hand, measure the precision of indexes or observable variables. In the given Hypothesis, Job Satisfaction was considered as the dependent variable. The dependent variable was conceptualized by the individual's attitude towards the job and is operationalized by using a set of 16 Likert scale statements to measure job satisfaction. The independent variable is conceptualized by the ability to accept responsibilities and to prevent other problems and reduce the inter group conflict and is operationalized by using a 5 Likert scale statements to measure Entrepreneurial orientation. The mediating variable was considered to be employee performance is about aligning the organizational objectives with the employees' agreed measure, skills competency requirements, development plans and the delivery of results by using a set of 19 statements in Likert scales.

## Required Data and Sources

Table 1. Data and sources

This table shows how the questionnaire was formulated, in terms of the hypothesis, the variables, and the measures used to form the questions, number of questions and the scale used.

HYPOTHESIS	VARIABLES	ITEMS/ MEASURES	QUESTIONNAIRE	SCALE
H1: There is a positive relationship between business and job gratification	BUSINESS ALIGNMENT	-Innovativeness	Q1	Likert scale
		-Pro-activeness	Q2	Likert scale
		-Risk-taking	Q3	Likert scale
		-Competitiveness/ Aggressiveness	Q4	Likert scale
		-Autonomy	Q5	Likert scale
	JOB GRATIFICATION	-Working environment	Q6	Likert scale
		-Learning environment	Q7	Likert scale
		-Employee performance	Q8	Likert scale
		-Job security	Q9	Likert scale
		-Relationship with coworkers or supervisors	Q10	Likert scale
		-Reward system	Q11	Likert scale
		-Overall compensation	Q12	Likert scale
		-Package	Q13	Likert scale
		-Job content	Q14	Likert scale
		-Work responsibility	Q15	Likert scale
		-Individual compensation	Q16	Likert scale
		-Togetherness	Q17	Likert scale
		-incentives	Q18	Likert scale
		-Organizational behavior	Q19	Likert scale
		-Type of job	Q20	Likert scale
		-Supervision	Q21	Likert scale
		-Working conditions	Q22	Likert scale
		-Respecting the job and other individuals	Q22	Likert scale

H2: Employee performance mediate the relationship between business alignment and job gratification	EMPLOYEE PERFORMANCE	-Quality of work	Q24	Likert scale
		-Job knowledge	Q25	Likert scale
		-Time accomplishment of job	Q26	Likert scale
		-Effective usage of work time	Q27	Likert scale
		-Work without supervision as necessary	Q28	Likert scale
		-Employee commitment	Q29	Likert scale
		-Employee performance	Q30	Likert scale
		-Effective collaboration with other	Q31	Likert scale
		-New opportunities for company	Q32	Nominal scale
		-Promptness		Likert scale
		-Firm's performance	Q33	
		-Desired needs	Q34	
		-Entrepreneurial skills	Q35	Likert scale
		-Leadership skills	Q36	
		-Employee motivation	Q37	Likert scale
		-Effective management of time	Q38	Likert scale
		-Organizational culture	Q39	Likert scale
			Q40	Likert scale

### Method of Data Collection

In order to collect the required data, quantitative analysis was used for measuring the business alignment and job gratification, the quantitative method was selected specifically to collect and to test the requirements or hypothesis on a Private University in Egypt. Closed questions (standard questions) were used in the questionnaire design because it is easy for respondents and

analysts. The whole research process was under supervision and guided through by our supervisor and eventually we were able to come up 40 measurements and the development of a conceptual model helped to measure the variables. The formal validity of the questionnaire was tested through collecting the opinions of experts. After collecting the questionnaires, firstly, exploratory factor loading was conducted using SPSS 20. Since all extracted values in the communalities table were higher than 0.05 and some less than 0.05, none of the factors was removed from the analysis.

### **Population and Sampling**

The population target is the University staff in Egypt, because this research tends to analyze how and what universities are best at in order to be entrepreneurially oriented and job satisfied. The sample size is 200. The sampling type is convenience, because it is one of the main types of non-probability sampling method and its accessibility and proximity to researchers. There is a frame, we chose a nonrandom sample due to time and cost limitations and because its a statistical method of drawing that represents data by selecting people because of the ease of their volunteering or selecting units because of their availability or easy access. The advantages of this type of sampling are the availability and the quickness with which data can be gathered.

### **Data Collection Processes**

The group consisted of two people who work so hard to achieve this level, the type of survey built was closed-ended questionnaire; during the time spent planning the questionnaire, a conceptual model was built which gives us the benefit to proceed onward and discover some measure after which they are been examined and check by the supervisor, to ensure a profitable outcome of the study. The design of the questionnaire took the group 2 months or more than and after the designation, a pre-test questionnaire was conducted. After that, the group was asked to print 200 questionnaires (100 questionnaires for each individual) and distribute them to the target population. The questionnaires were distributed. After the collection of the questionnaires, the group conducted an SPSS analysis to test the relationship between the variables.

### **Research Tabulations and Analysis**



After the completed questionnaires were received, the results were entered in SPSS software. Frequencies were applied for all questions. To test our hypothesis, statistical tools including Chi-square and Significance were used.

### **The Research Limitations**

Although some of the results of this study concur with the findings found in the literature, our research suffered some constraints connected with assumptions. Another restriction may be the absence of control variables and our emphasis essentially on internal variables influencing relationships, while external elements, for example monetary conditions, could also influence the relationships.

### **The Research Results and Hypothesis Testing**

Table 2. The demographics

This table shows the number of female and male individuals who filled the questionnaire, their age, occupation and their level of education.

Age	Percent	Gender	Percent	Profession	Percent	Educational level	Percent
20 to 25	85	Male	122	Self-employed	47	Secondary	47
26 to 30	33	Female	76	Retired	14	Diploma	40
31 to 35	29			HR officer	92	Post graduate	44
36 to 40	41			Faculty of medicine	47	Bsc.	51
41 and over	12					Msc.	11
						Phd.	7
Total	200		198		200		200

For the gender description, 122 male individuals filled the questionnaire and 76 females filled the questionnaire. It should be noted that two individuals did not identify their gender

H1-There is a positive relationship between business alignment and job gratification

**Table 3: SPSS result 1**

<b>Variables</b> <b>Column: Business Alignment(IV)    Row: Job gratification(DV)</b>										
	Your company is a risk taker		Your company usually competes aggressively		Your company gives its employees autonomy		Your company is innovative in many new lines of production and services		Your company is pro-active in its employees' progress	
Statistics	Chi-sq.	Sig	Chi-sq.	Sig	Chi-sq.	Sig	Chi-sq.	Sig	Chi-sq.	Sig
I really appreciate my working conditions	10.361	.016 Sig.	11.068	.011 Sig.	7.083	.069	7.277	.064	4.677	.197
I like my learning environment	5.005	.287	8.467	.076	5.332	.255	1.459	.834	4.404	.354
I am impressed with my subordinates' performance	11.997	.017	18.513	.001 Sig.	15.463	.004 Sig.	5.715	.221	8.169	.086
I am satisfy with my organization's job security	10.648	.031 Sig.	4.674	.322	15.777	.003 Sig.	1.749	.782	6.133	.189
I have a good relationship with my co-workers and supervisors	7.293	.121	9.875	.043 Sig.	11.662	.120	10.678	.030 Sig.	17.521	.102
I like my company's reward system	6.778	.148	5.995	.200	8.097	.088	17.499	.002	9.019	.061
I strongly accept the overall compensation package	11.593	.071	17.485	.092	7.901	.095	3.694	.449	7.892	.096
I like my job content	10.854	.028 Sig.	4.268	.371	5.206	.267	3.259	.515	8.585	.072
I accept my work responsibility	7.602	.107	.944	.918	16.077	.003 Sig.	3.733	.443	5.998	.191
I am satisfied with the individual	20.236	.000 Sig.	7.334	.119	15.562	.004 Sig.	12.025	.007 Sig.	14.933	.105

compensation										
I like how the company collaborate with others	13.37 2	.060	17.20 4	.002 Sig.	10.74 2	.080	8.903	.064	12.08 3	.017 Sig.
I accept my company's decision	11.93 5	.018 Sig.	7.233	.124	12.12 8	.096	10.84 9	.068	14.43 7	.086
I strongly appreciate the organizational behavior toward their employees and customers	9.265	.055	1.708	.789	22.71 1	.000 Sig.	20.92 8	.108	19.60 4	.001 Sig.
I am happy with the organizations' quality of work	2.697	.441	2.453	.484	6.770	.080	2.688	.442	3.313	.346

#### Variables

Column: Entrepreneurial Orientation(IV) Row: Job gratification(DV)

Statistics	Chi-square	Sig	Chi-square	Sig.	Chi-square	Sig.	Chi-square	Sig	Chi-square	Sig
I really appreciate my working condition	12.33 1	.015 Sig.	8.067	.012 Sig.	7.083	.070	5.388	.068	5.777	.186
I like my working environment	4.007	.345	7.456	.076	2.555	.255	2.544	.433	9.705	.422
I am impressed with my subordinates' performance	13.99 5	.067	18.51 3	.091	16.47 8	.084	6.867	.337	8.177	.033 Sig.
I am satisfied with my organization's job security	11.57 8	.045 Sig.	4.674	.322	17.78 7	.004 Sig.	1.656	.121	5.155	.177
I have a good relationship with my co-workers and supervisors	4.478	.141	9.875	.043 Sig.	12.77 0	.060	12.77 6	.083	19.55 7	.003 Sig.

I like my company's reward system	7.873	.132	5.995	.200	8.089	.077	18.755	.003 Sig.	8.077	.099
I strongly accept the overall compensation package	11.593	.021 Sig.	17.485	.002Sig.	7.701	.075	4.789	.399	9.899	.087
I like my job content	12.542	.037 Sig.	4.268	.371	5.206	4.342	4.322	.616	7.616	.089
I accept my work responsibility	8.701	.105	.944	.918	16.077	.003 Sig.	4.744	.557	6.889	.181
I am satisfied with the individual compensation	10.247	.005Sig.	7.334	.119	15.562	.004 Sig.	12.025	.008Sig. significant	15.844	.006
I like how the company collaborates with others	15.439	.067	17.334	.119	15.562	.004 Sig.	12.025	.008Sig.	15.844	.006Sig.
I accept my company's determination	12.834	.118	7.233	.124	12.128	.016Sig.	11.889	.069	13.115	.00Sig.
I strongly appreciate the organization's behavior toward their employees and customers	9.276	.066	1.708	.789	22.719	.000 significant	20.928	.111	18.787	.102
I am happy with the organizations' quality of work	3.555	.551	2.483	.484	6.770	.080	4.677	.557	5.555	.354

This table tests Hypothesis One, which says there is a positive and direct relationship between business alignment and job gratification. It has been found in the analysis that some measures accept that there is a significant relationship between business alignment and job gratification and some measures rejected the hypothesis because the relationship between some measures is not significant. Thus the relationship is partially accepted because significance of some measurements is less than 0.05 while others have above 0.05.

This hypothesis is not fully accepted or rejected:

H2-Employee performance mediates the relationship between business alignment and job gratification.

**Table 4: SPSS result 2.**

Variables Column: Business Alignment(IV) Row: Employee Performance (MED. V)										
	Your company is a risk taker		Your company usually compete aggressively		Your company gives it employees autonomy		Your company is innovative in many new lines of production and services		Your company is pro-active in its employees' progress	
Statistics	Chi-square	Sig.	Chi-square	Sig.	Chi-square	Sig.	Chi-square	Sig.	Chi-square	Sig.
I appreciate the subordinates job knowledge	9.908	.042	8.726	.068	14.774	.075	14.783	.105	2.906	.574
I like my organization's time accomplishment of job	8.992	.061	6.252	.181	12.754	.013	7.358	.188	5.455	.244
I am careful with the effective usage of work time	15.068	.115	9.314	.054	13.491	.109	5.971	.201	11.977	.018
I work without supervision as necessary	10.181	.029	8.342	.080	10.231	.037	14.136	.388	9.387	.052
I am highly satisfied with the employees' commitment	6.852	.160	12.966	.011	6.047	.196	7.853	.097	8.629	.071
I appreciate my employees' effectiveness	6.852	.160	12.966	.011	6.047	.196	7.853	.097	8.629	.071
I am always effective collaborating with others	6.739	.150	8.207	.084	7.189	.126	7.201	.126	7.715	.103
I always look forward to find new opportunities for the company	18.159	.088	13.338	.044	9.174	.027	5.059	.168	6.323	.097

I appreciate my employees' promptness	9.905	.042 Sig.	14.426	.006 Sig.	5.068	.280	3.818	.431	6.861	.142
I like the university's actions toward their job	8.792	.067	7.192	.126	10.524	.032Sig.	5.186	.269	6.059	.195
I always help other individuals to achieve their desired need	8.941	.063	4.814	.307	8.270	.082	13.110	.091	13.354	.010Sig.
I like the entrepreneurial skills	9.721	.045 Sig.	8.850	.064	7.879	.096	10.747	.030 Sig	7.206	.125
I like my leadership skills	12.982	.011Sig.	6.309	.177	4.570	.334	11.675	.020Sig.	7.684	.104
I always inspire my employees to be motivated	3.344	.502	5.528	.237	3.141	.534	5.699	.223	9.119	.058
I am loyal to the company's effective management of time	11.801	.019 Sig.	1.851	.763	11.870	.018 Sig.	7.295	.121	7.116	.130
I recommend employees in the organization to value the organizational culture	11.853	.018 Sig.	8.666	.070	9.037	.060	15.476	.074	4.848	.303
<b>Variables</b> <b>Column: Business Alignment(IV)    Row: Employee Performance(MED. V)</b>										
Statistics	Chi-square	Sig	Chi-square	Sig	Chi-square	Sig	Chi-square	Sig	Chi-square	Sig
I appreciate the employee job knowledge	8.709	.053	7.888	.077	13.555	.007 Sig.	15.879	.006 Sig.	3.708	.689
I like my organization's time accomplishment of job	9.887	.051	7.323	.282	12.754	.016 Sig.	8.666	.123	6.544	.233
I am careful with the effective usage of work time	17.078	.117	8.412	.064	12.777	.171	6.887	.201	13.990	.017 Sig.
I work without supervision as necessary	11.727	.037 Sig.	8.223	.070	11.451	.085	4.136	.388	10.339	.073

I am highly satisfied with the employees' commitment	7.678	.232	14.775	.022 Sig.	7.052	.187	7.853	.097	8.729	.071
I appreciate my employees' effectiveness	7.756	.233	8.555	.065	7.053	.189	7.777	.079	9.527	.061
I am always effective collaborating with others	5.888	.160	7.336	.077	9.188	.134	6.301	.135	5.816	.104
I always look forward to find new opportunities for the company	18.159	.121	11.449	.070	8.175	.238	5.059	.168	6.323	.097
I appreciate my employees' promptness	9.907	.042 Sig.	13.447	.006 Sig.	4.078	.380	3.818	.431	6.861	.142
I like the firms actions toward their job	5.879	.067	9.226	.231	11.567	.034 Sig.	5.176	.279	8.078	.187
I always help other individuals to achieve their desired need	9.955	.154	5.751	.407	8.280	.071	14.120	.122	10.342	.020 Sig.
I like the business skills	9.813	.055	8.650	.085	8.980	.678	11.848	.040 Sig.	8.278	.112
I like my leadership skills	10.979	.015 Sig.	5.409	.277	4.888	.447	12.598	.050 Sig.	6.576	.107
I always inspire my employees to be motivated	4.478	.702	6.378	.349	4.313	.784	6.788	.116	7.228	.067
I am loyal to the company's effective management of time	12.701	.118	2.229	.963	14.889	.019 Sig.	1.387	.141	6.332	.140
I recommend employees in the organization to value the organizational culture	13.579	.019 Sig.	4.776	.080	8.039	.720	14.570	.105	5.757	.404

This table tests Hypothesis Two, which says: Employee performance mediates the relationship between business alignment and job gratification. It has been found in the test that some measures accept the mediating relationship amongst business alignment and job gratification

while some measures reject the hypothesis because there is no significant relationship between the two measures.

This hypothesis is not fully accepted or fully rejected.

The study shows that better salary, working conditions and higher autonomy would increase the level of job gratification among the employees of this organization. Future research investigating predictors of job satisfaction among private sector employees from different industries would be desirable.

## **Conclusion**

200 questionnaires were distributed in order to test the relationship between business alignment and employee's job gratification in organization. After the distribution of the questionnaires, data were recorded on the SPSS software and the results were tested for the relationship between business alignment and job gratification. It is concluded that the Business Alignment is a factor that had a positive or negative effect on the employee's job gratification, depending on how they were oriented. Since autonomy is one of the dimensions of business alignment, the mentioned research confirms the effect of the formalization on the business alignment of the employees of organization. In organizations with decentralized systems, higher levels of creative ideas will be produced. And autonomy has a direct relationship with organizations that have centralized system and it is the most important and most effective dimension of the business alignment that leads to the improvement of job gratification. Based on the empirical study and the research hypotheses, it is proven that the two stated hypotheses are not fully accepted nor rejected, as statistics have shown that the business alignment has no effect on job gratification and in the mediating relationship between business alignment and job gratification employee performance has only a small impact on the stated hypothesis. Thus there is no overall significant relationship between the variables.

## **Recommendation**

Considering the main hypothesis of the research, its being suggested that managers should reduce complexity of the organizational structure on one hand, and make the employees participate in the decisions of the organization on the other hand to make them ready to



nurture their entrepreneurial orientation. It can also be recommended that the organization include payment of market related remuneration, continuous training and promotion. The study shows that better salary, working conditions and higher levels of autonomy would increase the level of job satisfaction among the employees of this organization. Future research investigating predictors of job satisfaction among private sector employees from different industries will be desirable. Further, the link between employee satisfaction and customer satisfaction could also be explored. Managements should therefore align themselves towards the promotion of corporate entrepreneurship activities in organizations by being receptive to, and by encouraging and rewarding innovative suggestions from employees. Every organization strives to have employees who are satisfied with their job, due to the advantages such job satisfaction holds in terms of a positive organizational climate, leading to a competitive advantage. The findings have shown how sensitive employees' job gratification can be to both positive and negative influences from certain business alignment and job gratification. Management should address, promote and monitor certain corporate entrepreneurship in an organization, eventually creating a business with employees who are satisfied in their jobs.

### **Suggestions for Future Research**

Future exploration could concentrate on undertaking a comparative study for the associations of entrepreneurial orientation situated in various nations around the world. Future research should also consider control variables, for example, financial conditions while investigating this topic. Future exploration would augment the present study and help in confirming the current speculative results. Additionally, researchers could focus on the other factors that affect entrepreneurial orientation, such as the organizational culture and management styles. Moreover, the researchers can study the barriers that cause difficulties in the establishment of new businesses, from both individual and organizational points of view and study the effect of each of these organizational factors on the different types of individual factors, one of which is the entrepreneurial orientation of the employees. Further studies can investigate the factors that play a mediating role in the relationship between organizational structure and entrepreneurial orientation. Lastly, a more complete analysis of employee satisfaction and organisational performance should be undertaken and examined over a longer period of time, so as to determine

a possible lapse in their intervention and to obtain a clearer picture of the association between these two variables.

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## APPENDIX

### QUESTIONNAIRE

Please rank the following motivational factors according to their importance to you (1 most important and 4 the least)

Monetary compensation ( )      Promotion ( )      Career path ( )  
Moral appraisal ( )

Please allocate 100 points on the following job satisfaction factors to reflect their motivational importance to you

Working environment ( )      Reward system ( )      Job security ( )  
Working condition ( )

Please determine the level of agreement/disagreement toward the following statements.

SPECIFICATION	Highly Agree	Agree	Neutral	Disagree	Highly Disagree
<b>BUSINESS ALIGNMENT:</b>					
Your company is pro-active in its employees progress					
Your company is a risk taker					
Your company usually compete aggressively					
Your company give its employees autonomy					
Your company is innovative in many new lines of product and service					
<b>JOB GRATIFICATION:</b>					
I really appreciate my working environment					
I like my learning environment					
I am impressed with my employees performance					
i am satisfied with my organization's job security					
I have a good relationship with my co-workers and supervisors					
I like my company's reward system					
I strongly accept the overall compensation package					
I like my job content					
I accept my work responsibility					
I am satisfied with the individual compensation					
I like how the company's collaborate with others					
I accept my company's determination					
I strongly appreciate the organizational behavior toward their employees and customers					
I am happy with the type of job					
I like the supervision of the company					
I accept my working condition					
I always respect the job					
I always respect other individuals in the organization					
I am happy with the organizations' quality of work					
<b>EMPLOYEE PERFORMANCE</b>					
I appreciate the employee job knowledge					
I like my organization's time accomplishment of					

job					
I am careful with the effective usage of work time					
I work without supervision as necessary					
I am highly satisfy with the employees commitment					
I appreciate my employees effectiveness					
I am always effective collaborating with others					
I always look forward to find new opportunities for the company					
I appreciate my employees promptness					
I like the firms actions toward their job					
I always help other individuals to achieve their desired need					
I like the entrepreneurial skills					
I like my leadership skills					
I always inspire my employees to be motivated					
I am loyal to the company's effective management of time					
I recommend employees in the organization to value the organizational culture					

### Demographic Questions

#### Please specify your age

20 – 25 ( )      26 – 30 ( )      31 – 35 ( )      36 – 40 ( )      41 and more ( )

#### Please specify your gender

Male ☐      F ☐

#### Which of these best describes your occupation?

Self-employed ( )      Retired ( )      HR officer ( )  
Faculty of medicine ( )

#### What is your educational level?

Secondary ( )      Diploma ( )      Post graduate ( )      Bsc.( )      MSc. ( )      PhD. ( )